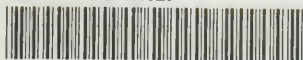


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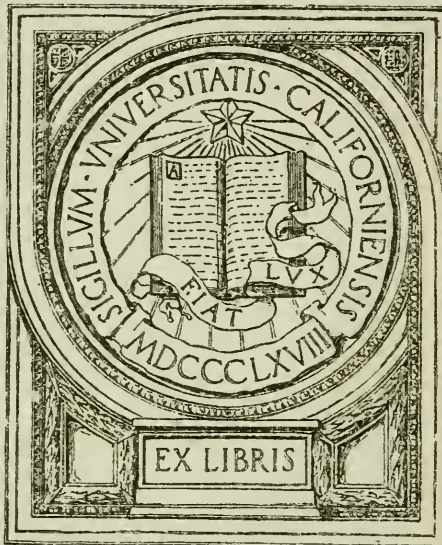


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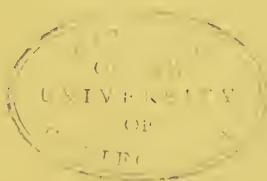
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The College
of the
City of New York

REPORT OF THE COMMITTEE
ON
MUNICIPAL SERVICE SURVEY



DECEMBER 31, 1915



New York City

The College
of the
City of New York

REPORT OF THE COMMITTEE
ON
MUNICIPAL SERVICE SURVEY

THE CITY OF
NEW YORK

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UNIV. OF
CALIFORNIA

The College of the City of New York
Department of Education

DR. SIDNEY EDWARD MEZES, PRESIDENT,
THE COLLEGE OF THE CITY OF NEW YORK.

Dear Mr. President:

On March 6, 1915, you appointed the following Committee on Municipal Service Survey: Messrs. Baskerville, Clark, Parmly, Storey and Duggan (Chairman). The Committee was directed, generally speaking, to consider and to report the ways in which the College might be of service to the City government in preparing students for positions in the City employ and in improving the efficiency of those already in the City service.

The Committee met on March 9, 1915, and after a careful consideration of several plans decided to limit its investigations, at first, to those departments of the City government the work of which is of high educational or technical character and for which the College could directly prepare—especially the Departments of Finance, Health, Education, and Public Works. Moreover, as the detailed investigation would require a great deal of time and effort, it was decided to request the President to appoint a sub-committee composed of representatives from the College departments most interested. They were to gather for the heads of departments the information that would enable the latter to determine the ways in which they could best co-operate with the departments of the City government. Prof. Breithut of the Department of Chemistry, Prof. Goldfarb of the Department of Natural History, Prof. Klapper of the Department of Education, Prof. Woolston of the Department of Political Science and Prof. Parmly of the Department of Physics formed with the Chairman this sub-committee. At its first meeting on March 16th this sub-com-

mittee drew up a plan of work in accordance with the general principles agreed upon by the Committee. Each member of the sub-committee devoted himself to gathering information in the department of the City government to which his own College department was cognate and the entire sub-committee met weekly for purposes of consultation and deliberation. The sub-committee received much assistance from organizations which had information upon its problem. Prof. Breithut in his report explains the nature of the assistance secured and expresses the gratitude of the Committee.

After a careful study of the material secured from the various sources and upon the advice of several heads of City departments who had been consulted, the Committee decided to send a questionnaire to the employees engaged in the various grades of the City service to find out what courses these employees themselves wished to pursue to increase their efficiency and to secure advancement in grade. The questionnaire was first submitted to the heads of the City departments and received their approval. It was then circulated among the employees in the departments under consideration. The Committee was convinced that for a proper appraisal of the answers to the questionnaire, it was necessary for one person to read and evaluate them, and upon the basis of the information thus secured to consult further with the heads of the City departments and with the Municipal Civil Service Commission.

Prof. Frederick E. Breithut was selected for the work and not only performed that service but made a most intensive study of the whole problem. His report which is appended was first submitted for consideration to the sub-committee and received its hearty endorsement. It is now forwarded to you with the cordial approval of the Committee.

Sincerely yours,

STEPHEN P. DUGGAN,

Chairman, Committee on Municipal Service Survey

December 31, 1915.

REPORT OF THE COMMITTEE ON MUNICIPAL SERVICE SURVEY

I. PURPOSE

On March 6, 1915, President Sidney E. Mezes, of the College of the City of New York, appointed a Committee on Municipal Service Survey. The fundamental work of this Committee was to consider and to report the ways in which the College might be of service to the City government:

- (1) in preparing students for entrance into the City's employ and
- (2) in improving the efficiency of those already in the City's service.

II. DATA

The Committee considered its first duty to be the gathering of data concerning the municipal service as it is at present. These data are embodied in the appended tables, as follows:

TABLE 1 (see insert at end) shows the number of employees under each title in each department of the City and the total number for each title and for each department. These facts were obtained from the Civil List of December 31, 1914, the latest available at the time the Committee began its work. At that date the City of New York employed in its sixty-two departments or bureaus 86,397 men and women under 371 titles. Many of the positions, though different in title, are similar vocationally or functionally.

TABLE 2 shows these positions grouped vocationally.

TABLE 3 contains a summary of the number in each vocational group in each department.

TABLE 4 contains the total number in each vocational group for the entire City.

TABLE 5 contains a recapitulation showing the number of female employees in the service of the city arranged according to departments and according to occupation.

TABLE 6 contains a summary of the numbers and salaries of certain typical positions which might be regarded as attractive to college graduates.

III. PROBABLE APPOINTMENTS

Having completed the picture of the municipal civil service as at present constituted, the next problem before the Committee was that of the probable number of vacancies in this service—especially those for which college training is an asset.

TABLE 7 shows the number of appointments made to all positions during the years 1908-1915 from competitive eligible lists. Those marked with a star are most likely to appeal to college students or graduates. An examination of this table reveals that the inspectional service especially offers a large field for usefulness.

TABLE 8 contains a list of the probable examinations for the year 1916.

IV. CONFERENCES

The Committee decided to secure, wherever possible, the aid of all agencies, public and private, which could help it in its work. To this end conferences were held with the heads of City departments or with their representatives, with the heads of the College departments, with representatives of the Bureau of Municipal Research and its Training School for Public Service, with representatives of the New York Civil Service Society, the Employees' Conference Committee and the Bureau of Standards. To all of these agencies the Committee wishes to express its sincere gratitude for the hearty spirit of co-operation shown. Especially do we wish to thank Mr. John H. Greener of the Law Department, to whom we are indebted for much of the material embodied in

the tables above cited; to City Chamberlain Bruère; to Dr. Henry Moskowitz and the Civil Service Commission; to the Bureau of Standards; to Dr. Frederick A. Cleveland of the Bureau of Municipal Research and to Prof. Chas. A. Beard and Mr. Edwin Stoiber of the Training School for Public Service.

The results of our conferences are embodied in our findings and recommendations.

V. QUESTIONNAIRE TO MUNICIPAL EMPLOYEES

After a careful study of the material secured from the various sources and upon the advice of several department heads, the Committee decided to send a questionnaire to the city employees. The questionnaire read as follows:

THE COLLEGE OF THE CITY OF NEW YORK

COMMITTEE ON MUNICIPAL SERVICE SURVEY

This questionnaire is directed to New York City employees by the City College as the result of a conference between the Board of Trustees and the City Administration. Its object is to secure information which will aid in establishing courses adapted to the needs of city employees in the performance of their official functions. Will you please fill out *at once* and return to the Committee on Municipal Service Survey at the City College?

Department.....Bureau or Division.....
 Title of Position.....Grade or Class.....
 Male or Female.....Age.....Birthplace.....
 Last School or College attended.....
 Grade or year at leaving or graduation.....
 Professional, technical or business training.....
 Practical experience prior to present appointment.....
 Appointments in City Civil Service.....
 Dates.....
 Positions.....
 Salary.....
 Exact nature of work in present position.....
 What training would assist your advancement?.....
 How much time could you give to it and when?.....

Check the courses here indicated which you would desire to take.

DRAWING

Mechanical and Topographical.

LANGUAGE AND LITERATURE

English (oral and written), French, German, Spanish.

SOCIAL SCIENCE

Education—history, philosophy, methods.

History—constitutional and political.

Philosophy—history, application to laws and science, psychology.

Political Science—economics and business, government and law, sociology, municipal affairs.

NATURAL SCIENCE

Chemistry—general, analytical, industrial, municipal, organic, and commercial.

Mathematics—algebra, geometry, trigonometry, analytics, calculus, business computation.

Natural History—general biology, bacteriology, geology and mineralogy, municipal sanitation.

Physics—general, applications to civil, electrical and mechanical engineering.

Add other courses desired

Remarks

The nature of the routine courses asked for is shown in TABLE 9. It is interesting to note that the general courses seemingly most needed are: English, oral and written; political science; municipal affairs. Though, in general, in the 466 replies received, the requests for courses were along conventional lines, this direct appeal to the employees themselves yielded several valuable suggestions. Each reply was considered individually and a personal letter of advice sent in answer.

VI. FINDINGS

As a result of its investigation the committee finds that the problem of municipal service training resolves itself into three distinct parts:

- (1) The training of those already in the public service.
- (2) The training for entrance into the service in the lower grades.

(3) The training of those in groups (1) and (2) for the higher positions: technical, professional and administrative.

1. The training of those already in the service.

With regard to the first group, training may serve two purposes: to increase the efficiency of the city employees and to aid in their promotion to higher grades of service. Both of these problems have already been partially provided for by the College. In the first place, all courses offered at the College, both in the day and evening sessions are open to municipal employees, without regard to previous formal training. The only prescribed qualification is that the candidate for entrance to a course must give satisfactory evidence of his ability to pursue it with advantage.

In the second place, courses are already being given in the Municipal Building to meet the special needs of certain employees in the engineering and clerical services. Other courses are being planned. The necessary steps toward obtaining the recognition of these courses in rating the employee's efficiency and in aiding his promotion are being taken.

The Committee therefore feels justified in leaving this branch of the work of municipal service training in the efficient hands of those already engaged in its fulfillment.

In passing it may be remarked that the Bureau of Standards of the Board of Estimate and Apportionment is at present proposing a re-classification of the city service, with tentative specifications for the various grades within each group. They also propose a new scheme of promotion. We have not embodied the suggestions of the Bureau of Standards in this report as they are still in the process of formation and possible adoption. We considered it better to deal with the situation as it actually exists. The Committee is pleased to be able to state, however, that its findings and recommendations are in

harmony with the general principles advanced by the Bureau of Standards.

2. The Training for Entrance into the Service in the Lower Grades.

In considering the problem of training for entrance into the service in the lower grades the Committee met with its greatest difficulties. These positions belong to what is termed the 'competitive' class, i. e., these positions are filled by open competitive examination.

It is the present practice of the Municipal Civil Service Commission to require each candidate not only to pass this written examination but also to submit an 'experience' paper. In this paper, the candidate states his training and his practical experience bearing on the work he is to do. The Municipal Civil Service Commission had the kindness to permit the Committee to examine some typical sets of experience papers. This investigation revealed that, in the past, the relative weight given to practical experience has been greater than that given to academic training. This attitude on the part of the Commission is readily understandable. It is only natural for an employer to require that his possible future employee should have had some practical experience in the work he is to do.

On the other hand, we have the equally natural desire of the College to retain its traditions and ideals.

After all, the fundamental work of a college—irrespective of what other activities it may engage in—is the academic training of its students. To say that this training should have a thorough disciplinary and cultural value, that it should produce the 'rounded' man, is but to repeat the obvious. It is difficult, in attempting to adapt such training to specific useful ends, to avoid yielding to the temptation of easing up on the severity of ordinary academic standards. Neverthe-

less, it is equally obvious that the College should set its face resolutely against such a practice. Nor is there need for it. If we are to turn out a half-baked product only capable of passing a civil service examination, we are not doing the work of a college—we are simply duplicating the work of the many cramming schools already in existence, which proudly point to their so-called 'graduates' who have been 'placed' in positions for which frequently they are but superficially fitted. With all its history and tradition for thoroughness, this College cannot afford to enter into competition with schools of this type.

Here, then, is our problem: *How can we give the student a thorough collegiate training and, at the same time, give him practical experience along the line he wishes to enter?*

The true training for public service—such training as the City College can consider worthy of its effort—must combine thorough grounding in fundamentals with adequate preparation for and training in the duties of municipal service. To the discipline and breadth of view of a college course must be added the technique of a serious vocation. A student contemplating entrance into the service of the City should have as broad a mental vision as though he were entering a profession. In a profession he must have not only the basic fundamental training but also he must acquire proficiency in its methods. So, also, in entering the municipal service, he must have both disciplinary training and, *in addition*, practical acquaintance with the work he is to do. The latter can only be obtained by experience and such experience can best be gained by actual contact with the work of the City department itself.

The solution of our problem, therefore, lies in *the direct co-operation of the College and the City in their work*. This compromise is in consonance both with the most recent and progressive educational development and also with the best practices of civil service employment.

That such co-ordination is possible is evidenced by certain courses already being given by the Department of Education and the Department of Chemistry.

In the former, briefly summarized, the facts are as follows:¹

1. No student is allowed to take the examination for license to teach in the elementary schools unless he has completed to the satisfaction of the College authorities the following courses:

Logic and psychology	90 hours
History and Principles of Education	90 "
Methods of Teaching	60 "

Before the student takes the examination we must certify not only to successful work in these subjects, but we must also answer personal questions concerning the student's general scholarship, personality, etc.

2. No student in the College is allowed to take the examination as Pupil Teacher in the High School unless he brings a recommendation signed by the Head of the Department of Education. Upon such recommendation the student is admitted to an oral examination and, on passing, granted his license.

3. The course called Methods in Secondary Education counts directly towards eligibility to teach in the high schools; for example, to be eligible to teach in the high schools a candidate must present one of the following conditions:

- (a) Successful teaching experience of 180 days
- (b) Successful teaching experience of 90 days

together with 150 hours of post-graduate work in a specialty. But 60 of these 150 hours may be taken in Methods of Secondary Teaching during the Senior year; therefore, a student who has 90 hours of graduate work and has successfully completed our course in Secondary Teaching is eligible to take the examination as regular teacher in the high schools provided he has 90 days of teaching experience.

The Department of Chemistry gives a course in Municipal Chemistry in which there is direct co-operation with the Cen-

¹Quoted from a letter of Prof. Paul Klapper (December 21, 1915).

tral Testing Laboratory of the Board of Estimate and Apportionment. The following means are used:

(a) The Central Testing Laboratory sends the College samples of materials which are purchased by the City (*e.g.* paints, soaps, cements, asphalts, rubber goods, coal) with

- i, the specifications under which they were purchased;
- ii, the results of the analysis;
- iii, copies of the printed forms used in reporting analyses;
- iv, copies of the analytical methods used in the Central Testing Laboratory.

(b) Lectures to the students by the members of the staff of the Central Testing Laboratory expert in the various branches of their work.

(c) Lectures by the members of the staff of the Department of Chemistry to the staff of the Central Testing Laboratory.

(d) Visits by the students of the College to the Central Testing Laboratory.

A course in Food Inspection and Analysis is given in co-operation with the Food and Drug Inspection Laboratory of the Department of Health. Similar means of co-operation are used.

A course in Municipal Sanitary Inspection is given by the Departments of Chemistry and of Natural History in co-operation with the Department of Health. Here the field work of the student is done with a Health Department Inspector and its theoretical interpretation is made at the College.

If the College is to prepare its students for entrance into other branches of the municipal service, it is necessary that the principles exemplified in the courses just mentioned be extended to other departments. The working out of such a program is not to be lightly sketched as a result of superficial consideration. The detailed planning calls for earnest thought. Generalities, however true or interesting, will not suffice. Concreteness and specificity are absolutely essential.

But even if we assume that such a course of training has been most carefully planned, even if we assume that direct co-operation between the College and the City departments is established, there is another essential to the successful, practical operation of the program. *It is imperative that the experience gained by the student through the co-operation of the College and the City departments be recognized and credited by the Municipal Civil Service Commission.* Otherwise the whole effort fails to secure to the college graduate the same advantage as that possessed by those who acquire experience in other ways. Under such circumstances, to encourage students to train for entrance to the municipal service would be a breach of academic trust.

If, on the other hand, such credit were given, we could have in the City of New York a splendid illustration of the successful operation of efficient democracy. The City of New York maintains its College on an absolutely free basis. Nearly all of its graduates are also graduates of its free public schools and free high schools. If free democratic education is to reap its fullest harvest, surely the graduate of a free public school, a free high school and a free college, who has received in the course of his training actual contact with the City service, should be regarded as an ideal candidate for entrance into such service.

3. *The training of those in groups 1 and 2 for the higher positions: technical, professional and administrative.*

In the third group—the higher technical, professional and administrative positions—some are elective, some are filled by ‘promotion’ examinations and others by appointment.

As has been stated above, provision for courses to suit the needs of those seeking promotion are already being given at the College. As an example of how such training may be credited by the City authorities, the following is cited:¹

¹Prof. Klapper, *loc. cit.*

Teachers in the city schools who seek promotion, that is the license to teach in the last two years of the elementary schools, must take an examination in the following subjects:

- (a) Some specialty called the major,
- (b) The Science of Education.

But those teachers who present certificates showing that they have successfully completed 60 hours in Education in the Extension Courses at the City College are exempt from the second paper in the Science of Education. They take only one paper in their specialty. Teachers seeking license as Assistant to Principal or Principal and who have no college degree are required to pass certain examinations in academic subjects, but those teachers who have taken 120 hours of Extension work, 60 of which must be taken in one group of subjects and 60 in another, need not take this academic examination although they may not have a college degree.

Teachers of technical subjects like stenography, accounting and manual arts who now hold substitutes' licenses are required to show successful work in the methods of teaching these branches before they are declared eligible for license as regular teacher. These substitute teachers, therefore, take the courses that we offer in the methods of teaching stenography or methods of teaching commercial branches or methods of teaching shopwork in the elementary schools and thus render themselves eligible for their examinations. Most of these people are experts in the various branches, many of them come from the ranks of the craftsmen or the actual clerical workers but lack a knowledge of pedagogy. By coming to our courses they obtain that information which makes them eligible to teach.

The list of 'exempt' positions includes heads of departments, deputy commissioners, secretaries of departments, assistants to corporation counsel, numerous accountants, auditors, examiners, confidential inspectors, various grades of engineers, superintendents and similar positions of high grade.

TABLE 10 contains a summary showing the numbers at each salary in the exempt class.

To train candidates for these positions the College must either broaden out and include work which properly belongs

to a university or technical school or we must co-operate with the existing agencies of this character. Here attention is called to the Training School for Public Service of the Bureau of Municipal Research. This institution exists primarily for the very purpose of training men and women for the higher administrative positions. Columbia and New York Universities and the University of Pennsylvania have arranged to grant credit toward the higher degrees for field work done at this school. The University of Michigan accepts satisfactory work in the Training School as meeting the requirement of practical training toward the degree of A.M. in Municipal Administration. Similar co-operation is suggested for the City College. As a result of conferences with the authorities of the Training School the Committee can report that such co-operation will be welcomed on their part.

It may be desirable for the City College, following the precedent of the University of Michigan, to grant the master's degree in Municipal Administration and allied fields. Certificates in Municipal Engineering, Municipal Chemistry and other technical subjects, granted on the completion of special courses of study, might also be desirable.

V. RECOMMENDATIONS FOR IMMEDIATE ACTION

The Committee makes the following recommendations:

1. That there be appointed at the College a Director of Public Service Training. It shall be the duty of this officer to keep a record of all municipal positions which are open to college students, and the subjects and dates of approaching examinations. He shall also establish at the College in co-operation with the Municipal Civil Service Commission an intelligence office or clearing house for civil service positions, and he shall be prepared to advise students as to the courses and methods to be pursued in preparation for such positions. He shall confer with the civil service commissioners and chief examiners as to the relation between college instruction and

civil service as to examinations, standards, credit for field work and eligibility. The Director of Public Service Training shall also confer with the heads of City departments and bureaus with regard to their needs and the ability of the College to supply them.

(2) That a College Standing Committee on Public Service Training be appointed to co-operate and advise with the Director. Such a Committee should have among its membership representatives of the departments most concerned in the technical training of those who will enter public service.

(3) That the announcements of the several divisions of the College contain a statement of the scope and work of the Committee on Public Service Training.

(4) That provision be made for co-operation of the College with such unofficial public agencies as the Training School for Public Service and the Bureau of Municipal Research, especially with a view to the possibility of exchange of students, exchange of instructors and exchange of credit.

(5) That the special courses to be recommended and their formal organization be immediately taken up by the Director of Public Service Training with his Committee and all other departments and agencies involved.

VI. CONCLUSION

Finally, the Committee wishes to state its belief that the City College, of all institutions of learning, is in a strategic position to attack the problem of public service training. If this institution fails to undertake this work, democratic education is missing one of its highest functions and one of its truest opportunities. What better return could an institution such as ours give to the City which maintains it than a body of public servants specifically trained for the work they are to perform? The citizens of this municipality naturally look to their College to supply this need. Indeed, the College has frequently been described as a civil West Point.

The College, in turn, feels able and glad to serve the City. And this is said, too, with a full realization that the College has as much to learn from the City Departments as the City Departments have to learn from the College. Certainly nothing but good to all concerned—Citizens, City, Students and College—can accrue from such understanding and such co-operation.

Respectfully submitted,
FREDERICK E. BREITHUT.

*To Prof. Stephen P. Duggan,
Chairman, Committee on Municipal Service Survey.*

TABLE 2
VOCATIONAL GROUPING OF POSITIONS

GROUP A	Telephone Switchboard Operator	Demographer
ATTENDANCE, INCLUDING	Ticket Chopper	Deputy
JANITORS, MESSENGERS,	Warden (except in <i>In</i>)	Deputy City Paymaster
PROCESS SERVERS, TELEPHONE OPERATORS AND MISCELLANEOUS POSITIONS IN THE COURTS	GROUP C	Deputy Tax Commissioner
	CLERICAL INCLUDING ACCOUNTANTS, BOOKKEEPERS, STENOGRAPHERS, COMPUTERS, EXAMINERS OF ACCOUNTS, AND ALL POSITIONS NOT INCLUDED IN OTHER GROUPS	Editor
Attendant (except as in Group <i>In</i>)		Estimator
Bridge Keeper		Examiner (except in <i>L</i> and <i>SI</i>)
Bridge Tender		Finger Print Expert
Caretaker		Interpreter
Court Attendant		Librarian
Crier	Abstractor	Library Assistant
Custodian	Accountant	Office Assistant
Detective (in Courts)	Actuary	Office Boy
Door Keeper	Adding and Billing Machine Operator	Page
Elevator Attendant	Agent	Pension Expert
Elevator Despatcher	Appraiser	Proof Reader
Elevatorman	Assistant to Tax Commissioner	Purchasing Agent
Gate Keeper	Auditor	Registrar and Assistant
Guards	Bookkeeper	Sealer
Janitor	Book Typewriter	Searcher (except in <i>Le</i>)
Jury Notice Servers	Cashier	Secretary and Assistant Secretary
Keeper (except in <i>In</i>)	Cataloger	Stationer
Keeper of Coat Room	Chief Examiner and Indexer of Records	Statistician
Matron (except in <i>In</i> and <i>I</i>)	Chief Clerk	Stenographer and Typewriter
Messenger	Clerks	Steward (except in <i>In</i> and <i>N</i>)
Monitor	Comparer	Storekeeper and Helper
Orderly (except in <i>In</i>)	Computer	Supervising Statistician and Examiner
Prison Guard	Computer of Assessments	Tabulating Machine Operator
Probation Officer	Copyist	Tabulator
Process Server	Curator	Ticket Agent
Sergeant of Arms	Curator and Auditor	Time Keeper
Telephone Operator and Statistician		

Typist
 Typewriter
 Warehouse Custodian
 Verifiers

GROUP E

ENGINEERING (INCLUDING
 DRAUGHTSMAN, ETC.) IN
 CIVIL, ARCHITECTURAL,
 MECHANICAL AND ELEC-
 TRICAL POSITIONS

Architect
 Architectural Designer
 Assistant Engineer De-
 signer
 Axeman
 Chairman
 Chainman and Rodman
 Consultant
 Designer
 Draughtsman
 Engineer and Assistant
 Engineer
 Engineer Designer
 Hydrographer
 Leveler
 Rodman
 Surveyor
 Surveyor and Draughts-
 man
 Transitman
 Transitman and Com-
 puter

GROUP F

FIRE DEPARTMENT UNI-
 FORMED FORCE

Captain
 Chief of Battalion
 Chief of Construction and
 Repairer of Apparatus
 Chief of Department

Deputy Chief
 Engineer of Steamers
 Fireman
 Lieutenant
 Marine Engineer
 Medical Examiner
 Pilot

GROUP In

INSTITUTIONAL INCLUDING
 POSITIONS OF A MISCEL-
 LANEOUS CHARACTER IN
 VARIOUS CITY INSTITU-
 TIONS

Attendant
 Baker
 Bandmaster
 Barber
 Butcher
 Caretaker
 Cook
 Cutter
 Dairyman
 Domestic
 Egg Candler
 Employment Agent
 Farmer
 Gardener
 Gateman
 Helper
 Hospital
 Housekeeper
 Keeper
 Laundryman or Laun-
 dress
 Matron
 Orderly
 Prison Guard
 Seamstress
 Shoemaker
 Steward
 Tailor
 Waitress
 Warden

GROUP La

LABOR, POSITIONS USUALLY
 CLASSIFIED IN THE LABOR
 SCHEDULES

Armorer
 Bell Ringer
 Cleaners
 Climber and Pruner
 Coal Passer
 Coal Sampler
 Disinfector
 Driver (except in SC)
 Fireman (except in F)
 Helper (except in ST and
In)
 Hostler (except SC)
 Laborer (except SC)
 Laundress (except in *In*)
 Oiler (except in *N*)
 Paver
 Porter
 Rammer
 Sewer Cleaner
 Sounder
 Stableman (except in SC)
 Stoker (except in *N*)
 Toolman
 Waitress (except in *In*)
 Watchman

GROUP Le

LEGAL, INCLUDING ALL
 LEGAL POSITIONS OF A
 PROFESSIONAL AND SEMI-
 PROFESSIONAL NATURE

Assistant Corporation
 Counsel
 Assistant District Attor-
 ney
 Counsel and Assistant
 Counsel
 Deputy Assistant Cor-
 poration Counsel

Examiner (except in C)
 Franchise Assistant
 Franchise Searcher
 Junior Assistant Corporation Counsel
 Law Assistant
 Law Clerk
 Searcher
 Searcher and Examiner
 Title Examiner
 Transfer Tax Assistant

GROUP M

MEDICAL, INCLUDING NURSING AND LABORATORY POSITIONS

Alienists
 Apothecary
 Bacteriologist
 Bacteriological Diagnostician
 Chemist
 Dentist
 Dietitian
 Director of Laboratory
 Intern
 Laboratory Assistant
 Medical Examiner
 Medical Inspector
 Medical Superintendent
 Nurse and Nurse's Assistants
 Obstetrician
 Pathologist
 Pharmacist
 Physician
 Psychologist
 Radiographer
 Surgeon
 Veterinarian
 Veterinary Surgeon
 X-Ray Assistant
 X-Ray Electrician

GROUP N

FERRY SERVICE, INCLUDING ALL POSITIONS OF A NAUTICAL CHARACTER

Boatman
 Captain
 Deckhand
 Divers and Tenders
 Dock Master
 Marine Engineer
 Marine Engineman
 Marine Sounder
 Mate
 Pilot
 Quartermaster
 Scowman
 Steward
 Stoker
 Water Tender
 Yeoman

GROUP P

POLICE UNIFORMED FORCE

Boiler Inspector
 Captain
 Chief Lineman
 Inspector
 Lieutenant
 Lineman
 Matron
 Patrolman
 Surgeon
 Superintendent of Telegraph
 Sergeant

GROUP SC

STREET CLEANING SERVICE, UNIFORMED FORCE

Boardman
 Driver
 Foreman and Assistant Foreman

Harness Maker
 Hostler
 Inspectors
 Laborer (Queens and Richmond)
 Station Keeper
 Stableman
 Superintendent and Assistant
 Sweeper

GROUP SI

SUPERINTENDENCE AND INSPECTION, INCLUDING INSPECTORS, FOREMEN, SUPERINTENDENTS AND SIMILAR POSITIONS

Acting Chief of Furniture Division
 Assistant Chief Deputy of Real Estate
 Assistant Chief of Sanitary Division
 Chief Deputy of Real Estate
 Chief Deputy of Personal Estate
 Chief Examiner and Indexer of Records
 Chief Executive Officer
 Chief of Bertillon System
 Chief of Bureau
 Chief of Division
 Chief of Division of Licensed Vehicles
 Deputy Director
 Deputy Superintendent of Markets
 Director and Assistant Directors (except education and parks)
 Examiners (except in clerical group)

GROUP X		
EXECUTIVE, ELECTED OFFICERS: HEADS OF DEPARTMENTS OR OF DISTRICT OFFICES, BOARDS OR COMMISSIONERS AND THEIR SECRETARIES AND EXECUTIVE DEPUTIES OR ASSISTANTS; CHAPLAINS	City Magistrate	Deputy Sheriff
	City Paymaster	District Attorney
	Collector of Assessments and Arrears	Entomologist
	Collector of City Revenues and Superintendent of Public Markets	Justices
	Commissioner	Marshall
	Comptroller	Mayor
	Coroner	Members
	Corporation Counsel	Minister of Religion
Aldermen	County Clerk	Official Referee
Assistant Commissioner	County Judge	President
Assistant Public Administrator	Deputy	Presiding Justice
Assistant to President	Deputy Chamberlain	Public Administrator
Auctioneer	Deputy City Clerk	Real Estate Expert
Chairman	Deputy Collector of City Revenue	Receiver of Taxes
Chamberlain	Deputy Commissioner	Register
Chaplain	Deputy Comptroller	Sheriff
Chief City Magistrate	Deputy County Clerk	Surrogate
Chief Justice	Deputy Register	Under Sheriff
City Clerk		Vice Chairman, Board of Aldermen
		Water Register

TABLE 4

EMPLOYEES—CITY OF NEW YORK

DECEMBER 31, 1914

VOCATION	NUMBER	VOCATION	NUMBER
Attendance.....	3,042	Nautical and Ferry.....	584
Clerical and General.....	6,986	Uniformed Police Force.....	10,861
Engineering and Architectural... 3,008		Uniformed Street Cleaning Force	5,901
Uniformed Fire Force.....	5,014	Superintendence and Inspection..	3,547
Institutional Positions.....	4,279	Skilled Trades and Occupation..	3,388
Labor.....	8,440	Teaching Staff.....	27,683
Legal.....	322	Executive.....	775
Medical and Nursing.....	2,567	<i>Total</i>	<i>86,397</i>

TABLE 3
NUMBER OF EMPLOYEES IN EACH VOCATIONAL GROUP IN EACH DEPARTMENT

Departments	A	C	E	F	In	La	Le	M	N	P	S.C.	S.I.	S.T.	T	X	Dept Total
Finance.....	32	788	17	6	17	2	51	6	24	943
Law.....	53	247	6	168	2	476
Estimate and Appointment	2	182	51	12	17	9	2	282
Aldermen and City Clerk	14	49	83	146
Education.....	559	464	101	232	15	138	78	27,189	3	28,779
Hunter College.....	13	1	6	5	200
City College.....	5	20	26	3	18	272	3	347
Docks and Ferries.....	27	159	70	72	487	99	682	5	2,236
Bridges.....	229	52	63	61	460	5	942
Taxes and Ass't.....	5	253	24	8	93	38	9	304
Board of W. S.....	19	127	308	89	2	1	207	540	450	9	894
Dept. of W. S.....	35	534	149	1,327	15	2	254	13	3,065
Tenement House.....	12	358	52	1	5	632
Civil Service.....	197	60	1	1	105	334	4	315
Parks.....	227	71	41	1,527	105	334	4	2,319
Correction.....	3	34	408	46	13	26	134	114	15	13	3,592
Charities.....	4	137	1	2,289	86	455	47	17	63	7	3,597
Bellevue and Allied Hosp.	1	984	27	539	223	55	9	3,706
Health.....	34	390	1	598	473	1,438	12	223	55	7	5,231
St. Cleaning.....	22	74	3	1	12	116	189	6	5,253
Fire.....	10	87	15	5,014	55	3	5,187	116	216	20	5,995
Police.....	3	53	128	2	310,654	21	65	70	10,920
Executive.....	3	8	3	123
City Chamberlain.....	1	19	8	1	17
Commissioner of Accounts	85	12	3	3	1	1	34
Board of City Record	26	5	1	11
Armory Board.....	5	48	1	354
National Guard.....	24	276	6	1	11
Court House Bd.....	1	2	10
Public Recreation Commission	2	6	7	1	16
Sinking Fund Commission	2	2
Art Commission.....	2	4
Board of Assessors.....	1	9	1	5
Board of Elections.....	47	58	4	4	102
Licenses.....	2	35	3	11	11	59
Coroners.....	1	32	2
Board of Inebriety.....	1	6
Examining Bd of Plumbers	6	1
Board of Examiners.....	1	3	5
Board of Ambulance Service	3	4
Board of Parole.....	3	1	15
Public Service Commission	11	317	1,321	28	16	12	372	41	1	2,135
President, Manhattan.....	333	174	158	1,030	11	367	276	17	2,358
President, Bronx.....	16	170	211	653	199	43	9	1,199
President, Brooklyn.....	149	126	180	1,072	5	315	58	7	1,912

COMMITTEE ON MUNICIPAL SERVICE SURVEY

25

Departments	A	C	E	F	In	La	Le	M	N	P	S.C.	S.I.	S.T.	T	X	Dept. Total
President, Queens	46	83	207			227		2			488	222	66		7	1,348
President, Richmond	10	45	52			212		1			226	56	16		6	624
Supreme Court	164	203				17							3		51	438
General Sessions	64	43													7	114
Special Sessions	85	58				1									16	160
City Court	25	41													12	78
City Magistrates	187	178											2		38	405
Municipal Courts	117	161													45	323
County Court, Bronx County	6	6													2	14
County Court, Kings County	26	24				2									4	56
County Court, Queens County	8	6													1	15
Surrogates Court, N. Y. County	10	86					10					4	2		4	116
Surrogates Court, Bronx County	2	10													1	13
Surrogates Court, Kings County	9	30				4	1								1	45
Surrogates Court, Queens County	1	10													1	12
Surrogates Court, Richmond County	1	4													1	7
County Clerk, N. Y. County	6	84				1	3					1	2		5	108
County Clerk, Bronx County	3	25				7	2								3	33
County Clerk, Kings County	3	37				12	3								4	60
County Clerk, Queens County	5	61	3			4	3						1		4	81
County Clerk, Richmond County	1	8													2	12
District Attorney, N. Y. County	70	61					49								2	182
District Attorney, Bronx County	12	14					8								2	36
District Attorney, Kings County	21	14				13									2	50
District Attorney, Queens County	3	4				4	4								1	12
District Attorney, Richmond County		4					1								1	6
Commissioner of Jurors, N. Y. County	10	15													3	28
Commissioner of Jurors, Bronx Co.	4	3													3	10
Commissioner of Jurors, Kings County	12	9													3	24
Commissioner of Jurors, Queens Co.	1	4													2	7
Commissioner of Jurors, Richmond Co.		1													2	3
Public Administrator, N. Y. County		9										1			1	11
Public Administrator, Bronx County		2													1	4
Public Administrator, Kings County		3					1								1	5
Public Administrator, Queens County															1	1
Public Administrator, Richmond County															1	1
Register's Office, N. Y. County	16	142	8			4	5					2	3		7	187
Register's Office, Bronx County	5	48				3	1						1		1	63
Register's Office, Kings County	9	130				10	2								5	156
Sheriff's Office, N. Y. County	20	18				6	2	1					6		33	86
Sheriff's Office, Bronx County	20	8				4	1	1					2		19	55
Sheriff's Office, Kings County	15	7				2	1								18	45
Sheriff's Office, Queens County	4	6													14	25
Sheriff's Office, Richmond County	2	2					1								3	9
Comm'r of Records, N. Y. County		42				28						4	4		2	80
Comm'r of Records, Kings County	1	33	2			7						3			2	51
Totals	3,042	6,986	3,008	5,014	4,279	8,440	322	2,567	584	10,861	5,901	3,547	3,388	27,683	775	Grand Total 86,397

TABLE 6
NUMBERS AND SALARIES OF CERTAIN
TYPICAL POSITIONS

DEC. 31, 1914

Position and Number	At Salary of	Total Salaries	Position and Number	At Salary of	Total Salaries
<i>Accountants</i>			<i>Axemen</i>		
1	\$6,000.00	\$6,000.00	9	\$1,050.00	\$9,540.00
3	4,000.00	12,000.00	95	900.00	85,500.00
4	3,500.00	14,000.00	10	840.00	8,400.00
8	3,000.00	24,000.00	9	780.00	7,020.00
4	2,700.00	10,800.00	4	720.00	2,880.00
5	2,500.00	12,500.00			
1	2,401.00	2,401.00	127		\$113,250.00
35	2,400.00	84,000.00	<i>Chemists</i>		
4	2,250.00	9,000.00	1	\$3,500.00	\$3,500.00
20	2,100.00	42,000.00	1	3,300.00	3,300.00
3	2,000.00	6,000.00	4	2,700.00	10,800.00
3	1,950.00	5,850.00	1	2,550.00	2,550.00
3	1,801.00	5,403.00	1	2,500.00	2,500.00
9	1,800.00	16,200.00	7	2,100.00	14,700.00
4	1,650.00	6,600.00	18	1,800.00	32,400.00
6	1,500.00	9,000.00	13	1,500.00	19,500.00
1	1,350.00	1,350.00	2	1,440.00	2,880.00
9	1,201.00	10,809.00	1	1,350.00	1,350.00
5	1,200.00	6,000.00	10	1,201.00	12,010.00
1	1,050.00	1,050.00	21	1,200.00	25,200.00
4	900.00	3,600.00	1	1,000.00	1,000.00
133		\$288,563.00	1	900.00	900.00
<i>Auditors</i>			82		\$132,590.00
3	\$6,000.00	\$18,000.00	<i>Draughtsmen</i>		
1	5,500.00	5,500.00	2	\$3,000.00	\$6,000.00
2	5,000.00	10,000.00	2	2,616.67	5,233.34
1	4,750.00	4,750.00	1	2,400.00	2,400.00
1	4,500.00	4,500.00	7	2,355.00	16,485.00
1	4,200.00	4,200.00	1	2,250.00	2,250.00
5	4,000.00	20,000.00	2	2,224.17	4,448.34
1	3,600.00	3,600.00	13	2,100.00	27,300.00
4	3,500.00	14,000.00	6	2,093.33	12,559.98
19	3,000.00	57,000.00	21	2,000.00	42,000.00
1	2,860.00	2,860.00	1	1,962.50	1,962.50
1	2,800.00	2,800.00	7	1,950.00	13,650.00
1	2,700.00	2,700.00	47	1,831.67	86,088.49
1	2,600.00	2,600.00	1	1,831.00	1,831.00
2	2,500.00	5,000.00	110	1,800.00	198,000.00
1	2,250.00	2,250.00	3	1,788.00	5,364.00
1	2,100.00	2,100.00	4	1,750.00	7,000.00
1	2,000.00	2,000.00	71	1,650.00	117,150.00
1	1,500.00	1,500.00	8	1,600.00	12,800.00
1	1,350.00	1,350.00			
49		\$166,710.00			

Position and Number	At Salary of	Total Salaries	Position and Number	At Salary of	Total Salaries
4	1,570.00	6,280.00	10	2,550.00	25,500.00
28	1,501.00	42,028.00	14	2,500.00	35,000.00
113	1,500.00	169,500.00	62	2,400.00	148,800.00
3	1,439.19	4,317.57	8	2,388.00	19,104.00
62	1,350.00	83,700.00	40	2,250.00	90,000.00
3	1,308.33	3,924.99	3	2,200.00	6,600.00
129	1,201.00	154,929.00	104	2,100.00	218,400.00
45	1,200.00	54,000.00	22	2,000.00	44,000.00
22	1,050.00	23,100.00	38	1,950.00	74,100.00
1	1,046.67	1,046.67	4	1,801.00	7,204.00
1	1,000.00	1,000.00	135	1,800.00	243,000.00
9	915.83	8,242.47	10	1,788.00	17,880.00
181	901.00	163,081.00	2	1,750.00	3,500.00
29	900.00	26,100.00	80	1,650.00	132,000.00
1	721.00	721.00	118	1,501.00	177,118.00
938		\$1,304,493.35	24	1,500.00	36,000.00
			43	1,350.00	58,050.00
			137	1,201.00	164,537.00
			73	1,080.00	78,840.00
<i>Engineers¹</i>			1186		\$2,691,899.67
1	\$20,000.00	\$20,000.00			
1	16,000.00	16,000.00	<i>Examiners²</i>		
2	12,000.00	24,000.00	6	\$6,000.00	\$36,000.00
6	10,000.00	60,000.00	2	5,000.00	10,000.00
2	9,000.00	18,000.00	2	4,500.00	9,000.00
1	8,000.00	8,000.00	1	4,200.00	4,200.00
7	7,500.00	52,500.00	5	4,000.00	20,000.00
3	7,200.00	21,600.00	10	3,500.00	35,000.00
7	7,000.00	49,000.00	14	3,000.00	42,000.00
2	6,500.00	13,000.00	1	2,850.00	2,850.00
13	6,000.00	78,000.00	2	2,750.00	5,500.00
1	5,500.00	5,500.00	3	2,700.00	8,100.00
19	5,000.00	95,000.00	2	2,550.00	5,100.00
1	4,800.00	4,800.00	4	2,500.00	10,000.00
12	4,500.00	54,000.00	18	2,400.00	43,200.00
1	4,300.00	4,300.00	2	2,250.00	4,500.00
5	4,200.00	21,000.00	17	2,100.00	35,700.00
34	4,000.00	136,000.00	5	2,000.00	10,000.00
13	3,750.00	48,750.00	4	1,950.00	7,800.00
4	3,600.00	14,400.00	2	1,900.00	3,800.00
7	3,500.00	24,500.00	17	1,800.00	30,600.00
16	3,300.00	52,800.00	2	1,700.00	3,400.00
2	3,250.00	6,500.00	1	1,680.00	1,680.00
56	3,000.00	168,000.00	12	1,650.00	19,800.00
3	2,850.00	8,550.00	50	1,500.00	75,000.00
3	2,750.00	8,250.00	9	1,350.00	12,150.00
36	2,700.00	97,200.00	128	1,200.00	153,600.00
1	2,616.67	2,616.67			

¹ 1 at \$100.00 a day, 1 at \$10.00 a day, and 6 at no salary, not counted in total.² 17 at \$10.00 a day, 1 at \$6.00 a day, 1 at \$5.00 a day, 3 at \$5.00 a session, and 1 at \$4.80 a day, not counted in total.

Position and Number	At Salary of	Total Salaries	Position and Number	At Salary of	Total Salaries
5	1,050.00	5,250.00	<i>Investigators</i>		
1	1,000.00	1,000.00	1	\$3,000.00	\$3,000.00
325		\$595,230.00	1	2,000.00	2,000.00
<i>Inspectors</i> ¹			15	1,500.00	22,500.00
2	\$4,500.00	\$9,000.00	3	1,200.00	3,600.00
2	4,000.00	8,000.00	2	900.00	1,800.00
13	3,000.00	39,000.00	22		\$32,900.00
1	2,860.00	2,860.00	<i>Laboratory Assistants</i> ²		
1	2,800.00	2,800.00	1	\$1,200.00	\$1,200.00
1	2,600.00	2,600.00	1	1,150.00	1,150.00
10	2,550.00	25,500.00	2	1,100.00	2,200.00
5	2,500.00	12,500.00	4	1,050.00	4,200.00
11	2,400.00	26,400.00	1	1,000.00	1,000.00
13	2,355.00	30,615.00	1	950.00	950.00
15	2,250.00	33,750.00	25	900.00	22,500.00
2	2,198.00	4,396.00	26	750.00	19,500.00
2	2,150.00	4,300.00	1	650.00	650.00
12	2,100.00	25,200.00	43	600.00	25,800.00
18	2,093.33	37,679.94	1	480.00	480.00
12	2,000.00	24,000.00	106		\$79,630.00
3	1,950.00	5,850.00	<i>Rodmen and Chainmen</i>		
47	1,884.00	88,548.00	1	\$3,500.00	\$3,500.00
1	1,801.00	1,801.00	1	1,500.00	1,500.00
125	1,800.00	225,000.00	22	1,350.00	29,700.00
1	1,750.00	1,750.00	66	1,200.00	79,200.00
12	1,727.00	20,724.00	15	1,080.00	16,200.00
1	1,700.00	1,700.00	61	1,050.00	64,050.00
51	1,650.00	84,150.00	41	960.00	39,360.00
9	1,570.00	14,130.00	19	900.00	17,100.00
7	1,501.00	10,507.00	226		\$250,610.00
539	1,500.00	808,500.00	<i>Sealers</i>		
156	1,350.00	210,600.00	1	\$1,900.00	\$1,900.00
2	1,300.00	2,600.00	1	1,700.00	1,700.00
8	1,252.00	10,016.00	8	1,500.00	12,000.00
1,139	1,200.00	1,366,800.00	10		\$15,600.00
3	1,140.00	3,420.00			
146	1,100.00	160,600.00			
5	1,080.00	5,400.00			
6	1,020.00	6,120.00			
41	1,000.00	41,000.00			
3	901.00	2,703.00			
45	900.00	40,500.00			
2	750.00	1,500.00			
14	600.00	8,400.00			
2,486		\$3,410,919.94			

¹ 30 at \$5.00 a day, 19 at \$4.93 a day, 3 at \$4.80 a day, 62 at \$4.50 a day, and 91 at \$4.00 a day not counted in total.

² 1 at \$2.00 a day, 2 at \$.75 a day, and 4 at no salary, not counted in total.

Position and Number	At Salary of	Total Salaries	Position and Number	At Salary of	Total Salaries
<i>Searchers</i>					
1	\$2,400.00	\$2,400.00	1	1,650.00	1,650.00
1	2,100.00	2,100.00	1	1,501.00	1,501.00
3	2,000.00	6,000.00	3	1,201.00	3,603.00
2	1,800.00	3,600.00	3	1,200.00	3,600.00
13	1,500.00	19,500.00	21	1,080.00	22,680.00
2	1,400.00	2,800.00	31		\$37,534.00
4	1,350.00	5,400.00	<i>Transitmen</i>		
8	1,200.00	9,600.00	38	\$1,800.00	\$68,400.00
7	1,050.00	7,350.00	43	1,650.00	70,950.00
1	900.00	900.00	45	1,500.00	67,500.00
42		\$59,650.00	20	1,350.00	27,000.00
<i>Testers</i>			10	1,200.00	12,000.00
1	\$2,700.00	\$2,700.00	1	1,050.00	1,050.00
1	1,800.00	1,800.00	157		\$246,900.00

TABLE 7

APPOINTMENTS MADE FROM COMPETITIVE ELIGIBLE LISTS, 1908-1915

POSITION	NUMBER APPOINTED								TOTAL 1908- 1914
	1908	1909	1910	1911	1912	1913	1914	1915	
*Accountant (all grades)			1	4	24	13	7	\$	49
Adding and Billing Machine Operator, Grade 2, (Female)					7				7
Adding and Billing Machine Operator, Grade 2, (Male)					7				7
Alienists					1	1	1		3
Arboriculturists					1	2			3
*Architectural Designer (all grades)					1	1			2
*Architectural Draftsman (all grades)				2	10				12
Assistant Alienists (all grades)			1	1			1		3
*Assistant Chemist					1				1
*Assistant Court Clerk, Civil (all grades)				1		3			4
*Assistant Court Clerk, Criminal (all grades and Boroughs)		6	8	2	1				17
*Assistant Director, Bacteriological Laboratory					2		2		4
*Assistant Director of School Farms (Male)					1				1
*Assistant Electrical Engineers (all grades)				3	4	3			10
*Assistant Engineers (all grades)	1	55	53	11	8	8	3		139
Assistant Fire Marshal	1	2			12				15
*Assistant Inspector of Combustibles, grade 2						3	1		4
*Assistant Mechanical Engineer, grade 2					1				1
Assistant Pharmacist							3		3
Assistant Registrar of Records, grade 5					1	1			2
Assistant Superintendents of Docks				1	1				2
Assistant Superintendent of Parks						1			1
*Attendance Officer				5					5
*Attendance Officer (Female)			1			8			9
*Attendance Officer (Male)	10		14		8		11		109
Attendant	49	9				66			58
Attendant (Female) (all grades)		1	6				20		27
Attendant (Male) (all grades)	55	27	47			3	35		167
Automobile Engineman					14	16	5		35
Auto Truck Driver							3		3
*Axeman (all grades)		26	51	23	24	6	1		131
*Bacteriologist (all grades)	3	2		1	13	5	9		33
Band Master				1					1
Bookbinder					2		3		5
Bookkeeper (all grades)	13	6	31	2	25	21	8		106
Bridge Keeper	1								1
*Building Inspector, Masonry and Carpentry	4								4
Cable Tester				3	2	1	1		7
Cataloguer	2								2
Cataloguer (Female)		2							2
*Chemist		2	2	5	1		1		11
*Chemist, Asphalt, Jr.							5		5
*Chemist and Bacteriologist							3		3
*Chemist, Fuel Engineering				3	1	4			8
*Chemist, Engineering					1		11		12
*Chemist, Health						1	1		2
*Chemist, Junior						1			1
*Chemist, Knowledge of Sewage Disposal Meth- ods							1		1
*Chief Examiner, Fire Prevention						1	1		2
Chief Veterinarian			1						1
*Civil Service Examiner	3	1							4
*Civil Service Examiner Engineering					2				2
*Civil Service Examiner (Female)						1	2		3
*Civil Service Examiner (Male)						4	3		7
Clerk (Female) (all grades)					4	3	5		11
Clerk (all grades)		122		289	4				415
Clerk (Male) (all grades)	47		62		309	161	392		971
Coroner's Physician					2	1	1		4
Court Attendant	45	1	122	23	38	26	24		279
*Court Stenographer (all grades and Boroughs)	26	5	8	9	6	3	13		70

POSITION	1908	1909	NUMBER APPOINTED					1914	1915	TOTAL 1908- 1914
			1910	1911	1912	1913				
Custodian		1			1			\$		2
Dentist, grade 2							17			17
*Deputy Commissioner, Taxes and Assessments (all Boroughs)			10	20						30
Deputy Director of Ambulance Service					1					1
*Deputy Inspector of Weights and Measures	1		1	3	1					5
Deputy Medical Superintendent		1	1		2					4
Deputy Superintendent of Hospitals					1					1
*Deputy Tax Commissioners	12		4	2	4	2	1			16
*Dietician		6			1					16
Disinfecter			25		1	2				28
Dockmaster		4	7	6	3		2			22
Doorman, grade 1					2					2
Doorman, Police Department			10	10						20
Draughtsman's Helper (changed to Junior Draftsman)	4									4
*Electrical Engineer				1						1
*Electrical Inspector			1							1
*Electrician		1	1	4	6	12	3			27
*Electrician, X-Ray			1							1
*Engineer Inspector (all grades)					7	31	9			47
Engineer of Steamer (Fire Department)	33									33
Estimator					5	2				7
Examiner				13						13
*Examiner of Charitable Institutions										1
Examiner of Charitable Institutions (Female)		4			4	16	4			28
*Examiner Charitable Institutions (Male)	1	3	1		4	6	5			20
*Examiner of Civil Engineering, Civil Service Commission							2			2
*Examiner, Law Department						18	1			19
Examining Physician				2		2				4
Financial Clerk (all grades)	12	12								24
Finger Print Expert						1	7			9
Fireman	236	228	138	237	121	759	180			1,899
Fireman, Borough of Queens	8						6			14
Foreman (all grades)				3		1	5			9
Gardener	24		8	4	7	16	13			72
Gas Engineman				1						1
*Gas Inspector	6					4				10
Gateman (from Searcher's List)			2							2
General Medical Superintendent					1	1				2
Gymnasium Attendant		6								6
Gymnasium Attendant (Female)						13				13
Gymnasium Attendant (Male) (all grades)						29	4			33
Head School Farm Attendant					3	1				4
Hospital Clerk				3						3
Hospital Clerk (Female) (all grades)		6	2		2	3	2			13
Hospital Clerk (Male)		8	7		6	2	2			25
*Inspector, Board of Water Supply (all grades)		54	94	49	43	2	20			262
*Inspector of Blasting (all grades)				4	2	1				7
*Inspector of Buildings					2					2
*Inspector, Bureau of Fire Prevention, Grade 2, (Female)							3			3
*Inspector, Bureau of Fire Prevention (Male) (all grades)						74	1			75
Inspector of Carpentry and Masonry		1		24	23	34	6			88
*Inspector of Electrical Conductors (all grades)	1	3	7	10	16	5	1			43
*Inspector of Elevators (all grades)	3	6	3	2	6	4	2			26
*Inspector of Filter Plants	1									1
*Inspector of Fire Alarm, Telegraph Bureau, Grade 2										
*Inspector of Foods (all grades)	2	3	1	6	4		15			31
*Inspector of Foods, Milk, City Service	20	13	3	1	2	1	4			43
*Inspector of Foods, Milk, Country Service				4	3	3	2			12
*Inspector of Fuel (from Supplies and Repairs List)			2							2
*Inspector of Hydrants and Stop cocks, etc.	1	2								3

POSITIONS	1908	1909	NUMBER APPOINTED				1914	1915	TOTAL 1908- 1914
			1910	1911	1912	1913			
*Inspector of Incumbrances	3							\$	3
*Inspector of Iron and Steel Construction, Grade 2					2	2	2		6
Inspector, with knowledge of printing					1				1
*Inspector of Lamps and Gas	2								2
*Inspector of Licenses				3			1		4
*Inspector of Licenses (Male)	2								2
*Inspector of Light and Power	6	3	8	8	11	1	6		43
Inspector of Masonry Construction	2			10					12
*Inspector of Meters and Water Construction	57	10	62	52	10		6	24	221
*Inspector of Pipes and Castings (all grades)	1						4		5
Inspector of Pipe laying, Pipes and Hydrants, Grade 2									
Inspector of Plastering, Grade 2					10				10
Inspector of Plumbing (all grades)					12	3			15
*Inspector of Public Works (all grades)	7	4	2	3	1		10		27
Inspector of Regulating, Grading and Paving (all grades)	2				1	33			34
*Inspector of Repairs and Supplies (all grades)	2	26		17	19	16			80
*Inspector of Sewer Construction (all grades)	12		3				3		18
*Inspector of Steel Construction, Grade 2			4	22		10	1		37
*Inspector of Taxicabs (all grades)						1			1
*Inspector of Tenements (all grades)			8			26	3		37
*Inspector of Weights and Measures	16	8	1	15	2	25	6		73
Instrument-maker, Fire Department				16	1	2			19
*Instructor of Electrical Work (from Light and Power List)				1	1				2
*Instructor in Electricity									1
*Instructor, Physical, Gymnasium					1				1
Instructor in Printing				1	2	1			3
*Instructor in Woodworking and Carpentry				1	1				1
*Interpreter					1				1
*Interpreter (French)	2								2
*Interpreter, German, French and Hungarian			1						1
*Interpreter, German, French and Spanish			1						1
*Interpreter, German, Italian and French			2						2
*Interpreter, German, Italian, French and Yiddish									
*Interpreter, German, Italian, Polish, Slavish,			3						3
*Interpreter, German, Russian and Polish			1						1
*Interpreter, German, Russian, Polish and Yiddish					1				1
*Interpreter, German, Russian and Yiddish			1						2
*Interpreter, German, Yiddish and Hungarian						1			1
*Interpreter, Italian					1	1			2
*Interpreter, Italian (Calabrian, Sicilian and Neapolitan)	4								4
*Interpreter, Italian, French, Greek and Spanish					4	2	2		8
*Interpreter, Italian, French and Spanish			1						1
*Interpreter, Italian, French and Yiddish			1						1
*Interpreter, Russian									1
*Interpreter, Russian, Polish and Yiddish	1		1		2		1		4
*Interpreter, Yiddish	2		2						4
*Interpreter, Yiddish, Slavish and Bohemian			1						1
*Investigator					2				2
Janitor			2	5					8
Janitor, Engineer		24	32	10	2	1			80
Janitor and Stationary Engineer	27						12		27
Janitor, Steam Heating	11				2	20	12		45
*Junior Architectural Draftsman, Grade B						8	1		9
*Junior Assistant Corporation Counsel	2	5	1	1	1		3		13
Junior Clerk (Female) now second grade clerk	5								5
Junior Clerk (Male) now second grade clerk	79								79
*Junior Draughtsman		2	16	1					19
*Junior Mechanical Draughtsman (all grades)		4		20	20	8	7		59
*Junior Topographical Draughtsman, Grade B						7	3		10
Keeper (all grades)			18	18					36
Keeper of Menagerie	2			1		1	3		7
*Laboratory Assistant		11		19					30

POSITIONS	1908	1909	NUMBER APPOINTED					1914	1915	TOTAL 1908- 1914
			1910	1911	1912	1913				
*Laboratory Assistant, Chemical					1	6		\$		7
*Laboratory Assistant, Chemical (Female)							1			1
*Laboratory Assistant, Chemical (Male)							2			2
*Laboratory Assistant, Diagnostic					8	11				19
*Laboratory Assistant, Diagnostic (Male)							3			3
*Laboratory Assistant (Female)	2		5							7
*Laboratory Assistant (Male)	10		27							37
*Laboratory Assistant, Research					4	6				10
Laboratory Assistant, Research (Female)							5			5
*Laboratory Assistant, Research (Male)							5			5
*Laboratory Assistant, Vaccine					3	3				6
Law Clerk	1	1		1	3					6
*Lay Sanitary Inspector (all grades)	17	99	1	6	8	7	1			139
Leveler		1								1
*Librarian, City Court, Grade 4						1				1
*Library Assistant					1					1
Marine Engineer	3	10	1	1						15
Mate			2	1	2	1	1			7
Matron				5			6			11
*Mechanical Draughtsman, Electrical (all grades)			2	3	7	3	2			17
*Mechanical Draughtsman (all grades)					2					2
*Mechanical Draughtsman, Heating and Ventilating (all grades)	3	1	3	2	3					12
*Mechanical Draughtsman, Sanitary (all grades)	1		1	2	3	3	1			11
*Mechanical Engineer (all grades)				1	2	2	1			6
*Medical Clerk				2		2	1			5
*Medical Examiner, Grade 3, Street Cleaning Department					1		1			2
Medical Inspector				25						25
Medical Inspector (Female)	3									3
Medical Inspector (all grades)						43	12			55
Medical Inspector (Male)	78									78
Medical Officer			1							1
Medical Superintendent				1						1
Messenger, Grade 1					1					1
*Micro Photographer					1					1
Nurse		21	271	81	80	220	81			754
Nurses' Assistant				16	57	8	4			85
Oculist, Grade 2, as Medical Inspector, knowledge of Ophthalmology						1	1			2
Office Boy (now 1st Grade Clerk)	130									130
Oil Surveyor	7	1								8
Overseer of Reformatory		1								1
Pathologist	5			5	1	3				16
*Pathological Chemist							1			1
Patrolman	967	638	539							2,144
Patrolman-on-Aqueduct	54	113	265	43						475
Patrolman, First Grade				535						535
Patrolman (Uniformed Force, Police Department)					692	1,084	145			1,921
Pharmacist							3			3
*Photographer		1			2	3	1			7
*Photographer X-Ray			2			1				3
Physician, Examining			1							1
Physician, Grade 3, for care of mentally defective children (Female)							1			1
Physician, Grade 3, for care of mentally defective children (Male)							1			1
Pilot		1					1			2
*Plan Examiner		3	3	1						7
*Plan Examiner, Grade B, Sanitary and Plumbing						3	1			4
*Plan Examiner, Grade C						6				6
*Plan Examiner, Tenement House Department	7									7
Playground Attendant, Grade 1 (Female)					20	1	1			22
Playground Attendant, Grade 1 (Male)							1			1
Playground Attendant, Gymnasium				6						6
Playground Attendant, Gymnasium, Grade 1 (Male)					12					12
Police Doorman	13	4			5					22

POSITIONS	NUMBER APPOINTED							TOTAL 1908- 1914
	1908	1909	1910	1911	1912	1913	1914	
Police Matron		1			4	4		9
Police Surgeon (all grades)		1						6
Prison Keeper (all grades)	51	23	2	2	23	29	20	146
*Probation Officer (Female)			1		16	3		20
*Probation Officer (Male) (all grades)		3			31	21	6	71
*Probation and Parole Officer (Female)	3							3
*Probation and Parole Officer (Male)	6							6
Process Server (all grades)	14	5	7	8	10	8	3	55
*Radiographer					1			1
*Registrar of Records, Grade 5						1		1
Resident Physician (all grades)	1	2	6	1	3	2		15
*Rodman (all grades)		28	62	36	42		15	183
School Farm Attendant (Female)					1	2	5	8
School Farm Attendant (Male)					1			1
Searcher		24	2	1	1		1	29
Sergeant-on-Aqueduct		30	27	1				58
Stationary Engineer (all grades)	19	18	9	15	3		8	72
Stationer							1	1
*Statistician (all grades)	1					1		3
Stenographer and Book Typewriter	1						1	1
Stenographer and Typewriter	37							37
Stenographer and Typewriter (Female) (all grades)	7	47	36	41	39	25	83	278
Stenographer and Typewriter (Male) (all grades)	18	18	26	43	40	10	26	181
Steward		1						1
Store Keeper					11	1		12
*Structural Steel Draughtsman (all grades)		1	2	8	1	1		13
Superintendent of Laundries						2	1	3
Supervising Nurse				2		8	1	11
Tabulating Machine Operator, Hollerith						1	6	7
*Teacher			1					1
*Teacher, Brooklyn Disciplinary Training School		3		4	2	2	1	12
Telegraph Operator			2					2
Telephone Operator (Female)	4	12			4	4	2	26
Telephone Switchboard Operator (Female)			6	6				12
Telephone Operator (Male)	23	4			21	6	8	62
Telephone Switchboard Operator (Male)			13	11				24
Ticket Agent (from Searcher's List)			7					7
Ticket Chopper, Grade 1					3			3
Time Keeper				3	3			7
Time Keeper, Department of Docks and Ferries				1		1		1
*Title Examiner, Law Department						32		33
*Trade Instructor, Basketry and Mattress Making							2	2
*Transitman (all grades)				2	1			3
Trial Stenographer, Grade 5					2			2
*Topographical Draughtsman (all grades)	2	37	7	13	28	3	37	127
Typewriter Accountant (Female) (all grades)		1	2					7
Typewriter Accountant (Male) Third Grade		2	5		2	2		11
Typewriting Copyist and Book Typewriter, as Book Typewriter			1					1
Typewriting Copyist (Female) as Book Typewriter	1							1
Typewriting Copyist and Book Typewriter (Male) Second Grade		2						2
Typewriting Copyist and Dictaphone Operator (all grades)				1	1			2
Typewriting Copyist (Female) (all grades)	17	74	28	36	24	20	28	227
Typewriting Copyist (Male) (all grades)	3	7	9	4	3	10	9	45
Veterinarian	4	1	6	4	6	5		26
Veterinarian, Department of Health							1	1
*Visitor (Female)					7			7
*Visitor (Male)					2			2
*Visitor, Department of Public Charities				5				5
*Visitor, Department of Public Charities (Female) from Probation Officer's List			1					1
*Visitor, Department of Public Charities (Male)			11					11
Watchman (all grades)	29		1		2			32

§ Not compiled — Dec. 31, 1915.

* Most likely to appeal to college students or graduates.

TABLE 8

PROBABLE CIVIL SERVICE EXAMINATIONS—1916

The probable open competitive examinations by the Municipal Civil Service Commission are given in the list below. These examinations are necessary, owing to the fact, that either the eligible lists will expire during the year or that the lists are practically exhausted.

The following shows the date of the previous examinations, the date of the resulting eligible list, the title of the examination, the number of applications in the last examination and the number of names on the original eligible list.

Date of Exam.	Date of List	Examinations	Grade	No. of Appl.	No. on Orig. List
7-20-11	11- 8-11	Mechanical Engineer	<i>E</i>	99	24
12-22-11	5-14-12	Attendant (Male)	-	3178	1042
5-15-12	10- 9-12	Accountant	5	351	157
7-17-11	1-10-12	Junior Mechanical Draftsman	<i>B</i>	170	70
8-12-13	11-24-13	Captain, Fire Department (Promotion)	-	345	80
1-22-12	5-14-12	Bookbinder	-	50	9
11-16-11	3-13-12	Dietitian	-	16	7
6-11-12	10- 2-12	Junior Architectural Draftsman	<i>B</i>	129	17
10-15-12	1-22-13	Mechanical Draftsman, Electrical	<i>C</i>	67	19
2-11-13	4-23-13	Mechanical Draftsman, Sanitary	<i>C</i>	67	11
4-19-12	7- 2-12	Arboriculturist	-	99	41
6-20-12	10-23-12	Assistant Electrical Engineer	<i>E</i>	134	63
11-27-11	3-19-12	Inspector of Sewer Construction		370	59
1-24-12	4-30-12	Inspector of Masonry Construction		367	72
12- 6-11	5- 7-12	Inspector of Light and Power		514	81
12-12-11	5-21-12	Inspector of Regulating Grading and Paving		591	73
1-16-12	5-21-12	Inspector of Electrical Conductors	2	269	80
1-30-12	6-19-12	Inspector of Plastering		289	131
2-26-12	11-14-12	Lieutenant, Fire Department (Promotion)		2721	554
11-20-11	9- 4-12	Medical Officer—Fire Department		318	151
11-20-11	9- 4-12	Police Surgeon—Police Department			
7-30-12	10-30-12	Resident Physician, Alcoholic Ward	2	12	7
5-13-13	12-30-12	Clerk	1	4413	3120
4- 1-14	8-12-15	Patrolman		3566	819
9-5and6 1912 }	4-23-13	Engineering Inspector, Civil	{ <i>C & D</i> }	1197	274
12-20-12	4- 9-13	Cable Tester		64	9
12-26-12	4-16-13	Inspector Fire Prevention		5504	181

TABLE 10
EXEMPT POSITIONS IN THE NEW YORK CITY
SERVICE ¹

FEBRUARY 1, 1915

Number	At Salary of	Total Salaries	Number	At Salary of	Total Salaries
1	\$15,000.00	\$15,000.00	5	2,400.00	12,000.00
1	12,000.00	12,000.00	4	2,250.00	9,000.00
6	10,000.00	60,000.00	1	2,200.00	2,200.00
14	9,000.00	126,000.00	1	2,150.00	2,150.00
1	8,000.00	8,000.00	27	2,100.00	56,700.00
40	7,500.00	300,000.00	75	2,000.00	150,000.00
4	7,200.00	28,800.00	1	1,950.00	1,950.00
7	7,000.00	49,000.00	2	1,900.00	3,800.00
4	6,500.00	26,000.00	36	1,800.00	64,800.00
26	6,000.00	156,000.00	1	1,700.00	1,700.00
4	5,500.00	22,000.00	6	1,650.00	9,900.00
76	5,000.00	380,000.00	5	1,600.00	8,000.00
1	4,800.00	4,800.00	1	1,550.00	1,550.00
15	4,500.00	67,500.00	84	1,500.00	126,000.00
1	4,250.00	4,250.00	1	1,440.00	1,440.00
65	4,000.00	260,000.00	3	1,400.00	4,200.00
2	3,800.00	7,600.00	3	1,350.00	4,050.00
3	3,750.00	11,250.00	41	1,200.00	49,200.00
3	3,600.00	10,800.00	1	1,100.00	1,100.00
32	3,500.00	112,000.00	1	1,050.00	1,050.00
2	3,400.00	6,800.00	7	1,000.00	7,000.00
1	3,300.00	3,300.00	3	900.00	2,700.00
178	3,000.00	534,000.00	1	600.00	600.00
1	2,800.00	2,800.00	1	540.00	540.00
13	2,750.00	35,750.00	19	450.00	8,550.00
1	2,700.00	2,700.00	1	360.00	360.00
5	2,550.00	12,750.00			
95	2,500.00	237,500.00	933		\$3,027,140.00

¹ Positions in the Public Service Commission not included.

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